FRI: 37°F | 42°F Mostly sunny

SAT: 42°F | 35°F Partly cloudy

SUN: 52°F | 44°F Mostly cloudy

Friday, November 21, 2014

# Board's chair on future of Institute

Volume 134, Number 56

Millard stresses supporting role

By Katherine Nazemi

Leadership of MIT's Corporation changed hands this fall, with Robert B. Millard '73 elected as the Corporation's new chairman.

In an interview with *The Tech*, Millard discussed his role as chairman and the future of MIT, particularly in the context of the final report of the Task Force on the Future of MIT Education.

"I think higher education and MIT in particular is in one of those immensely important transitional phases," Millard said. "There are basically three things we do here. We educate, we do research, and as a consequence of the first two, we innovate."

Millard continued, "The biggest set of questions affecting the first of those missions is embodied in that Task Force [on the Future of MIT Education]. The second question, which is research, is equally important. How we fund the important research in a world of declining federal attention span and money is a very, very important question."

He also answered questions about calls for MIT's divestment from fossil fuel companies and described the role of the Corporation, emphasizing its partnership with the administration.

# Task Force on the Future of MIT Education

The Task Force on the Future of MIT Education, launched by President L. Rafael Reif in February of last year, released its final report in August after several months of data collection and experimentation. The report offered 16 recommendations encompassing all areas of academic life — from transforming pedagogy on campus to extending MIT's impact across the globe.

"One big project is to sift through, decide, and implement the results of the Task Force. It's not every day that MIT produces a task force like that — you can count on one hand the number in two decades," Millard said. "It's pregnant with amazing possibilities."

The Task Force's report made recommendations including expanding the freshman learning community program, and increasing the use of online and blended teaching styles, particularly in communications subjects.

# EdX

The final report of the Task Force stressed the potential for edX and other online learning resources to aid innovation in education. The ultimate impact of online and distance

Millard, Page 9



LEXANDER C. BOST—THE TECH

**President Reif signs the MIT Bystander Pledge on Tuesday morning** in support of the It's On Us campaign, which aims to raise awareness of sexual assault and provide support to sexual assault survivors across the U.S.

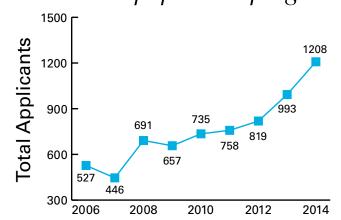
# Externship numbers increase

Finance companies were most popular in program

By Ray Wang

A record 1208 students sent in over 3000 applications to the MIT Alumni Association's Externship Program this year, according to Katie C. Maloney, Director of Parent Association and Student/Alumni Relations. Over a third of the applicants plan to spend this January's Independent Activities Period (IAP) working with alumni sponsors worldwide

The externship program has grown substantially over its 18 years of operation, and it saw an increase of 215 applicants and 545 applications over last year. Of the 1208 students that competed for hundreds of externships, 1045 of them are undergraduates and 163 are graduates.



Of all listed externships, students can apply for up to three, in fields such as financial services, engineering, and medicine. The first of two rounds of matching occurred on October 30, in which 396 students accepted

externships and 117 declined. Those who declined were ineligible for the second round of matching that took place on November 12. The smaller second

Externships Page 8

# **IN SHORT**

Nominations for the Dr. Martin Luther King Jr. Leadership Award for outstanding servie to the community are open until Dec. 19.

The MIT \$100K Accelerate Competition application deadline is Monday, Nov. 25. Register online at http://mit100kaccelerate2014.istart.org

**The next Red Cross Blood drive at MIT** will take place Monday, Nov.
24 and Tuesday, Nov. 25 in La Sala
de Puerto Rico (W20-202).

The deadline for MIT Intramural Sports registration for IAP is Sunday, Nov. 30. Teams should visit <a href="http://IMLeagues.com">http://IMLeagues.com</a> to sign up or contact <a href="mailto:alysonb@mit.edu">alysonb@mit.edu</a> for more information

Send news information and tips to news@tech.mit.edu.

# Olympic Committee visits MIT regarding Boston bid

On Nov. 18, the United States Olympic Committee (USOC) visited Boston and MIT's campus to evaluate Boston's bid to host the 2024 Summer Olympics and Paralympic Games, according to the MIT News Office.

"This was an opportunity for Boston to showcase itself as a center of innovation with a passion for sport, and for members of the U.S. Olympic Committee to experience the city," said Israel Ruiz, MIT's executive vice president and treasurer. Ruiz is one of four co-chairs for the Boston 2024 Institutional Outreach Subcommittee, a group creating support for the city's Olympic bid among Boston universities.

The News Office reported that if Boston is selected, MIT would be a potential sports venue for archery and

fencing. Ruiz **Olympics bid,** Page 10



CHRISTOPHER A. MAYNOR—THE TEC

Jean-Luc Schneider (left), deputy director of the Policy Studies and Economics department at the Organization for Economic Cooperation and Development (OECD), and Dr. Daron Acemoglu, an Economics professor at MIT and co-author of the bestseller *Why Nations Fail*, discuss the recent course of global prosperity and where it is headed in a dialogue moderated by OECD Student Ambassador Caroline B. Shinkle '15 last Thursday evening in Wong Auditorium.

# **ZONING OUT**

What are you up to during important meetings? **FUN, p. 5** 

# SUDOKU

We know you're not psetting.

FUN, p. 5

# TECHDOKU

See above. FUN, p. 5



# INTERSTELLAR

Have you seen the movie yet?

INSTITUTE DOUBLE-TAKE, p. 7

# **PASSING QUALS**

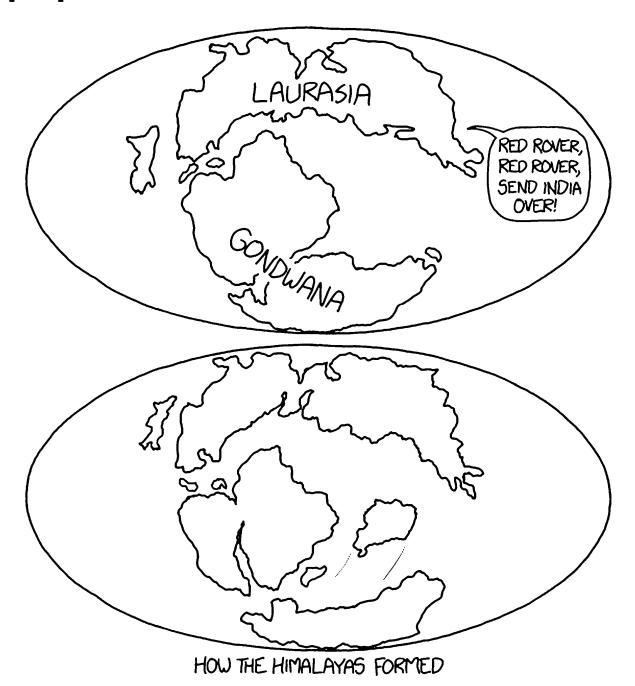
What would you do? **FUN, p. 5** 

# SECTIONS

Weather	2
Opinion	4
Fun Pages	5
Sports	12

# FUNFUNFUNFUNFUNFU

# [1449] **Red Rover**



refer to the same thing. I just learned about the Slide Mountain Ocean, which I like because it's three nouns that sound like they can't possibly all



A WEBCOMIC OF ROMANCE, SARCASM, MATH, AND LANGUAGE

by Randall Munroe











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# Dramatic Increase by Fred Piscop

Solution, page 9

# **ACROSS**

- 1 "No problem!"
- 6 Poetic contraction
- 9 What you wear
- 13 Of feathered friends 14 Beyond repair
- 15 Egg's contour
- 16 Place to sign
- 18 Sean Lennon's mom
- 19 Honeys
- 20 Solar satellite
- 22 Belly flop, e.g. 23 Fuss
- 24 \_\_-jongg
- 27 Fusses in public 33 Employment
- 35 Prefix with week or way
- 36 Large bovines
- 37 Fuss
- 38 Yearbook group 40 Uncool one
- 41 Minuscule amount
- 42 Peanut product
- 43 Start a volley
- 44 Serious offense 48 Actor Danson

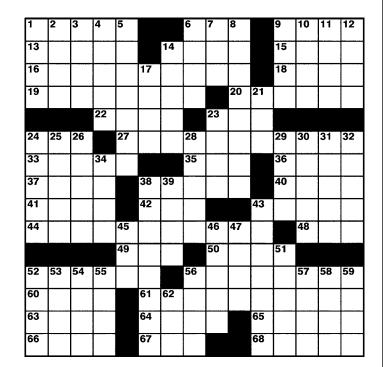
- 49 Gds. producer
- 50 Achievement
- 52 Siesta taker's wear
- 56 Cheese-spread brand
- 60 Line of rotation
- 61 Cable provider's package
- 63 Heart of the matter
- 64 Canvas shelter
- 65 Drink specification 66 Go nowhere
- 67 Brief affirmation
- 68 Undoes a deletion

# **DOWN**

- 1 Rude guys
- 2 Admit bluntly 3 Marquee time
- 4 Passé
- 5 Not to be repeated
- 6 What we have here 7 Atomic particle
- 8 Blended-family members
- 9 Big name at the Prado 10 Stratford's river
- 11 Long-handled tool with

# teeth

- 12 Dark mark
- 14 Built for speed
- 17 Hard-to-please star
- 21 LAPD part
- 23 Auction condition 24 College major
- 25 Fur tycoon
- 26 Port-au-Prince's land
- 28 Place to cybershop
- 29 Volcanic formation
- 30 Apply, as influence
- 31 Gumption 32 Signed off
- 34 Nutrition Facts measure
- 38 Post-parade debris
- 39 False witness
- 43 Justice succeeded by Kagan
- 45 Little devil
- 46 Well-practiced 47 Honeycomb
- compartment 51 Bus terminal
- 52 Chumps
- 53 Cinema sign



- 54 Former poet laureate
- 55 Washed-out
- 56 Trattoria beverage
- 57 Writer Wiesel
- 58 Social grace
- 59 Those in favor
- 62 Vermilion, for instance

Friday, November 21, 2014
The Tech 3

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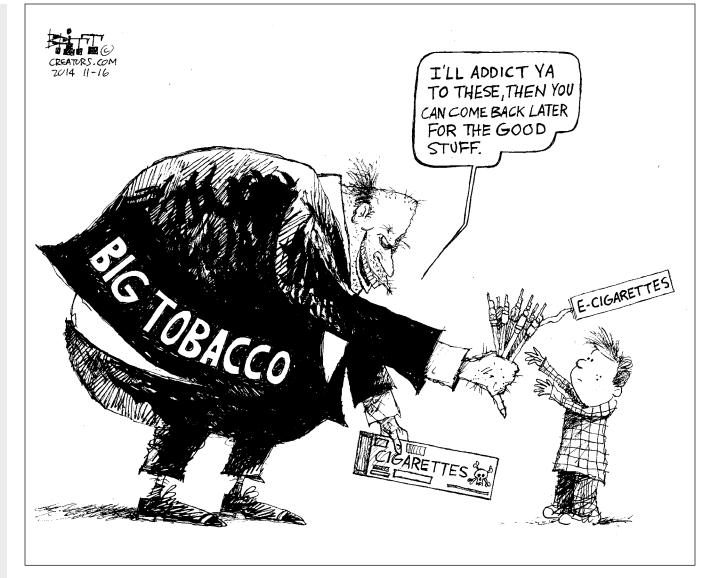
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# **CORRECTIONS**

In the Friday, Nov. 14 issue of *The Tech*, a photo caption states the MIT water polo team won the Collegiate Water Polo Association Northern Division Championships when in fact they did not.

In the Tuesday, Nov. 18 issue of *The Tech*, a photo caption written labels the clothing as "Janil" when in fact it should be Janji.

# **OPINION POLICY**

**Editorials** are the official opinion of *The Tech*. They are written by the Editorial Board, which consists of Chairman Annia Pan, Editor in Chief Austin Hess, Managing Editor Judy Hsiang, and Opinion Editor Jacob London.

**Dissents** are the signed opinions of editorial board members choosing to publish their disagreement with the editorial.

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Letters, columns, and cartoons must bear the authors' signatures, addresses, and phone numbers. Unsigned letters will not be accepted. *The Tech* reserves the right to edit or condense letters; shorter letters will be given higher priority.

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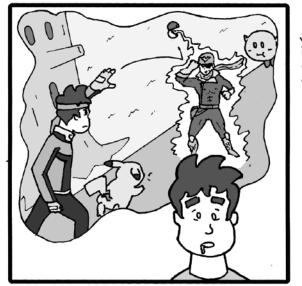
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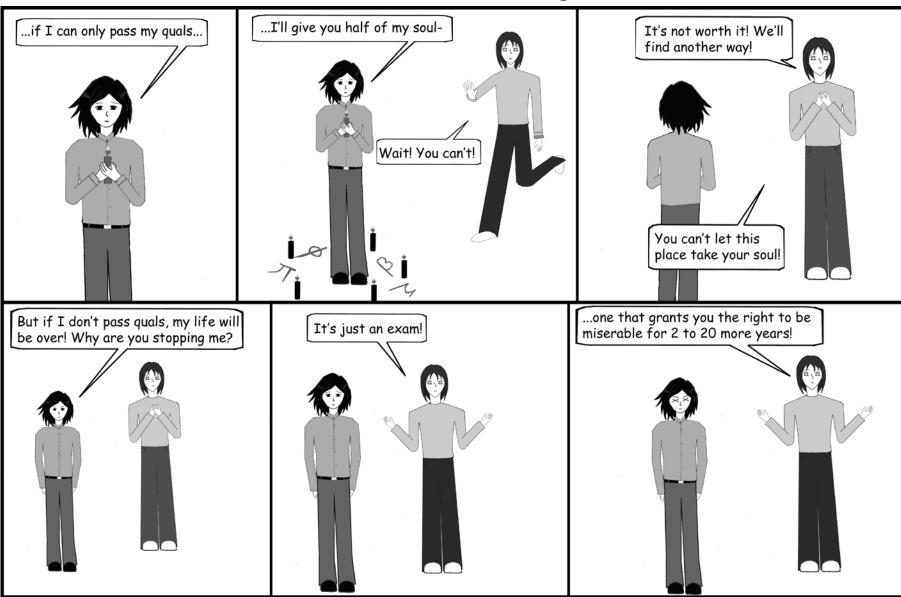
# **UPPERCUT** by Steve Sullivan







# Somewhere on the Search for Meaning... by Letitia Li



# Sudoku

Solution, page 9

			3		9			8
			1	5		7	2	
				7	2		3	
	4	6	9					
5		7				6		1
					7	5	4	
	5		7	2				
	7	1		3	8			
3			5		6			

# Instructions: Fill in the grid so that each column, row, and 3 by 3 grid contains exactly one of each of the digits 1 through 9.

# **Techdoku**

Solution, page 9

6×		480×			
360×			1	<u> </u>	2÷
	360×			3	-
2		30×	24×		5
1	<u> </u>		15×		4
3	4÷		<u> </u>	12×	
		:			;

WEATHER

# Warm up on the way

By Costa Christopoulos
STAFF METEOROLOGIST

The pesky trough which kept weather in the area cold and rainy this week will gradually transition to the east tonight. A ridge will begin to influence the eastern US tomorrow, allowing highs to reach the lower 40s°F (5°C). On Sunday, the ridge amplifies allowing much warmer air to overspread the region. Southerly winds will notch highs into the lower 50s°F (10°C) and bring overcast skies to the area. Winds could gust as high as 25 mph. We finally make it into the

lower 60s °F (10°C) on Monday, but the trade-off is rainy weather.

Our neighbors to the west aren't so lucky. This week, the Great Lakes region has been measuring snowfall in terms of feet. A cold airmass, which moved over the region earlier week, set the stage for several days of intense lake effect snow. Widespread snowfall totals of more than 40 inches were reported, with locations under the heaviest and most persistent bands picking up more than 63 inches! With that in mind, enjoy another warm weekend in Cambridge.

### **Extended Forecast**

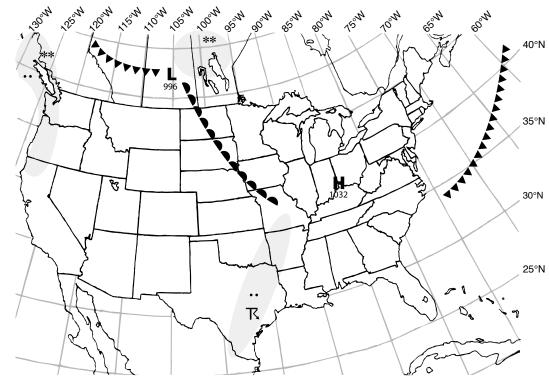
Today: Mostly sunny, with a high of 37°F (3°C). Northwest wind at around 15 mph, with gusts as high as 25 mph.

**Tonight:** Clear, with a low of 24°F (-5°C). West wind at around 7 mph.

**Tomorrow**: Partly cloudy, with a high of 42°F (6°C). Southwest wind at around 15 mph.

**Sunday:** Mostly cloudy, with a chance a morning showers. High in the lower 50s°F (10°C).

Monday: Rain likely, with a high in the lower 60s°F (16°C)



Situation for Noon Eastern Time, Friday, November 21, 2014

Weather Systems	Weather Fronts	Precipitation Symbols			Other Symbols	
			Snow	Rain	Fog	
High Pressure	Trough Warm Front	Showers	*	$\dot{\nabla}$	Thunderstorm	
Low Pressure		Light	*	•	◯ Haze	
8 Hurricane	Cold Front	Moderate	**	••	Compiled by MIT	
3 Hurricane	Stationary Front	Heavy	**	:.	Meteorology Staff and The Tech	

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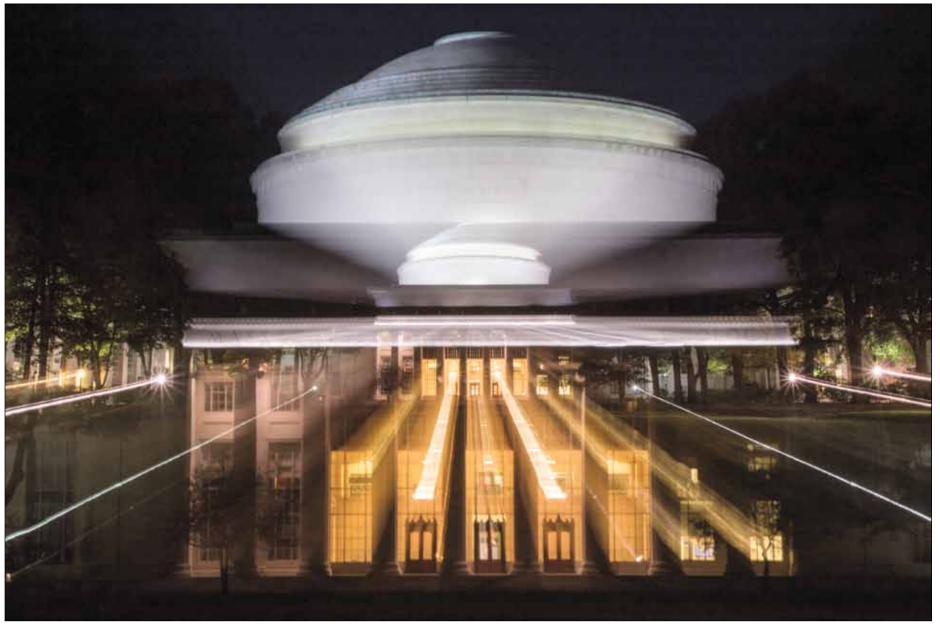
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FRIDAY, NOVEMBER 21, 2014

THE TECH 7

# **Institute Double Take**



**By Tamas Kolos-Lakatos** 

This photo is a long exposure shot of the MIT Great Dome taken shortly after midnight. I recently got a new camera and was eager to take it out on a night photo adventure, no matter how cold it was that evening. After a few star trail shots with the Boston skyline, I decided to head to campus. There are many

photos of the iconic Great Dome on the internet, so I wanted to try something different. I started exposing the image at 55 mm, and after two seconds I manually adjusted the zoom ring until I reached the wide-angle 17 mm view with another 2 seconds remaining on the shutter. I had to try it a few times to make sure I timed it right and got the zooming movement as smooth as possible. The result was an unusual, interstellar look to MIT.

Aperture: f/22 Exposure Time: 20 sec.

Sensitivity: ISO 200 Effective Focal Length:





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# More students vie for 2015 externships than last year

Trading and finance opportunities among most sought after externship positions in this year's cycle

Externships, from Page 1

round saw only 27 students accept externships and 20 decline.

Many of the most popular externships were for trading companies, such as Five Rings Capital, Bank of America Merrill Lynch, Goldman Sachs, and Jane Street Capital. These companies received a combined total of 178 applications for their trading opportunities, and each ranked in the top ten for most applications received. By far the most sought-

after position was assistant trader at Jane Street Capital, which received 83 applications.

Rajeev K. Parvathala '18, who had no prior experience in trading, was one of the students who received an offer from Jane Street. "I heard a lot of good things about it [the assistant trader position] from upperclassmen," said Parvathala. "I enjoyed the interview process — all the questions were very mathematical and that's one of the things that made me think I would enjoy

the work.

Parvathala will spend the month of January in New York City at Jane Street's first and largest office.

The most competitive program was a health care externship, Introduction to Surgery and Medicine at Tufts University one student was accepted from 30 applicants. Other highly desirable externships included machine learning positions at Microsoft and Diffeo, both of which received 40 applications.



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FRIDAY, NOVEMBER 21, 2014 THE TECH 9

# New chair highlights Task Force recommendations

# Millard states need for 'precision' when dealing with issues associated with divestment

Millard, from Page 1

learning on the traditional college campus and learning experience is a question MIT, like many schools, is exploring.

Millard has firsthand experience with edX classes: like other MIT students completing General Institute Requirements (GIRs), he enrolled in

"I really enjoyed every minute of it," Millard said. "I took a course, partly because I was really interested in biology, and partly because I wanted to see how it really worked... I do know it's not for everything. It worked very well in biology."

In assessing how the experience stacked up to taking a course in person, Millard noted a difference between working online versus in a classroom.

"So the first question is, did I learn the subject as well as if I were sitting here in Cambridge Mass.? I think I did — I did well in the course and I learned a lot. I got what I wanted out of it, but what I did lack was just the interaction. And there's something that comes through the ether, whether in your living group you're stumped on a question and you go ask someone else, or you're

in a room and you don't think you're learning anything from the experience, but there's something intangible that happens when you're just discussing."

Millard stressed that while the long-term impact of online education is still uncertain, elements of traditional education, such as presence on a college campus, will still retain their value.

"How is [online education] going to restructure the curriculum and what is it really going to mean in the long term? The answer is, I don't know and I don't think anyone else really knows," Millard said. "edX and online education are in many instances better ways to communicate. So I think it's a means to an end, and not an end in itself. I don't think it's going to fundamentally change the value of being in Cambridge, Massachusetts."

### **Divestment**

MIT's recently-launched Climate Change Conversation, led by Maria Zuber, has brought the issue of climate change to the broader community. One of the issues likely to be brought up by the group is MIT's divestment from fossil fuel companies.

When asked how the Corpora-

tion should respond to growing calls for divestment, Millard stressed the need for precision in the broader discussion.

'This is a subject that I think requires a little more precision than the public has been interested in," he said. "The thing that's different about MIT - the thing that happens better here than anywhere else in the world is objectivity. Fact, not rhetoric or publicity or emotional knee-jerk reactions. So Maria is going to get this conversation going... and part of it is going to be about divestment. There are some degrees of freedom, and some non degrees of freedom."

"I don't think the Corporation should respond, at least at this point," he said. "We're listening carefully right now and we're still collecting data. The endowment has not made any decisions. We're waiting for Maria's group, and I don't want to preempt it with any of my own

In answer to how he felt other universities handled the issue, Millard cited Yale's response as a constructive one.

In a recent statement, the Yale Corporation Committee on Investor Responsibility gave support to the importance of climate change as a global issue, but reported that divestment would not be supported by its policy regarding ethical investing. They did, however, issue a statement of support for shareholders resolutions seeking increased transparency from companies on issues regarding climate change.

"There are some reactions which I think were constructive and I didn't think of. I think Yale's in particular was constructive." Millard said. "We run our endowment much as Yale does, much as Harvard does. We don't manage the money ourselves, we hire managers who manage the money. So we can influence them. We do some direct investment, and that we have complete control over."

# The Corporation

"The governance of this place works very, very well. My first priority is to keep it running as a well oiled machine," Millard said. "I have some sort of dotted line responsibilities if you read the bylaws of this place, one of the things the Executive Committee and the Board has responsibility for, and I have responsibility for, is the stewardship of financial assets and the raising of resources. Sadly, we and other universities like us need money, and I would like to broaden the aperture. Working with resource development and working with the departments, I would like to be helpful to that."

"I want to be, and I want the Corporation to be, the most effective partner we can possibly be to the administration, because the administration runs the place," Millard said. "My vision is a shared vision — it's a shared vision with the administration."

The Corporation is MIT's governing body, charged with ensuring that MIT adheres to its founding principles, overseeing MIT's assets, and generating new funds and assets for the Institute's future financial

As chairman, Millard leads Corporation meetings and heads the Executive Committee, the Corporation Development Committee, and the Membership Committee. In addition, he is a member of the **Investment Management Company** 

Millard brings the perspective of his years as an MIT undergraduate as well as his career in business and finance, and his years serving on the Executive Committee of the Corporation.

# Solution to Techdoku

6	1	4	2	5	3
5	6	3	1	4	2
4	5	2	6	3	1
2	3	6	4	1	5
1	2	5	3	6	4
3	4	1	5	2	6

# **Solution to Sudoku**

from page 5

7	2	4	3	6	9	1	5	8
9	3	8	1	5	4	7	2	6
1	6	5	8	7	2	9	3	4
8	4	6	9	1	5	3	7	2
5	9	7	2	4	3	6	8	1
2	1	3	6	8	7	5	4	9
4	5	9	7	2	1	8	6	3
6	7	1	4	3	8	2	9	5
3	8	2	5	9	6	4	1	7

# **Solution to Crossword**

DIVE ADO

MAH MAKESASCENE
USAGE MIDOXEN
STIR CLASS NERD M F R D E E D
S E R A P E V E L V E E T A TRIPLEPLAY
TENT NOICE
IDO STETS



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MIT SCHOOL OF HUMANITIES, ARTS, AND SOCIAL SCIENCES

10 THE TECH FRIDAY. NOVEMBER 21. 2014

### Olympics Bid, from Page 1

said he believes MIT will play a role in educating youth about sports, health, and wellness. Additionally, he said MIT might provide educational programs for Olympic athletes to return to after the games.

He also said a Boston Olympics would be a chance for innovation and research. For example, he said Professor Carlo Ratti of the Department of Urban Studies and Planning and his colleagues would take the opportunity to help improve transportation infrastructure by using mobility patterns extracted from real-time urban data.

The USOC will choose a city to move on to the international competition in mid-January. The host city will be announced in the summer of 2017.

—Daysi Gomez

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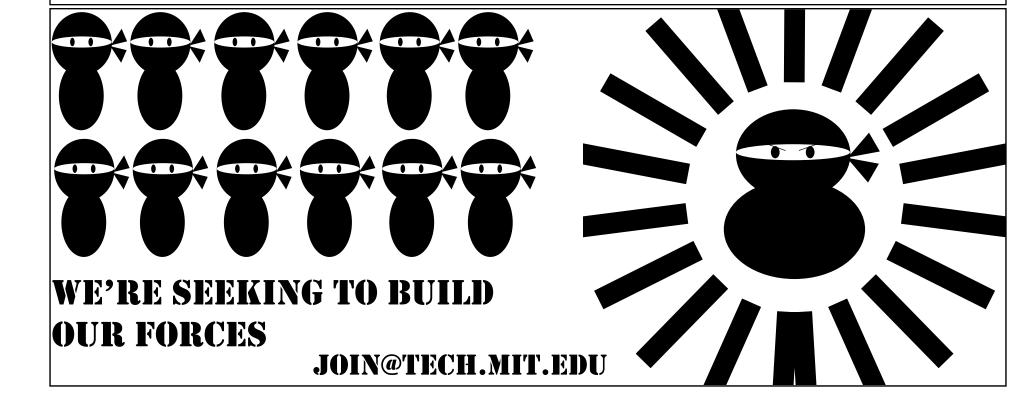
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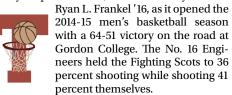
Tyto Alba by Tina Zheng, published in Rune Issue 35

# Men's basketball starts off new season with a big win

MIT Engineers defeat Gordon College 64-51

By Phil Hess

MIT placed three starters in double figures, led by 18 points from Justin M. Pedley '16 and



A layup from Dennis R. Levene '15 followed by a three-point shot from Timothy J. Butala '17 gave MIT (1-0) and early 5-0 lead. Six minutes in Pedley hit on the first of his five treys in the contest, pushing the Engineers' advantage to 11-4.

Jaren Yang answered with a three-pointer for Gordon (0-1), starting an 8-1 run for the Scots. Taylor Bajema scored the last three points of the run, with his free throw midway through the half tying the game at 12-12. Another Bajema basket kept the contest tied at 14-14, but Pedley connected on another trey to put MIT back on top, a lead that the Engineers would hold the rest of the game.

Frankel and Andrew M. Acker '15 each had four points of an 8-0 spurt for MIT that put it up 25-15 with 4:39 left in the half. The Engineers still led by 10 with less than two minutes left after another Acker basket, but a three by Dominic Paradis enabled the Scots to cut the margin to 29-22 at the half.

Gordon opened the second half with a bas-

ket from Hans Miersma, but a three from Levene followed by a layup from Acker pulled MIT back out to a 10-point lead two minutes in. The Scots stayed with the Engineers, however, and connected on back-to-back threes by Paradis and Bajema to get back within three at 38-35 at 16:21.

Baskets by Acker and Frankel gave MIT some breathing room, but Gordon was still within five at 42-37 with 14 minutes left. After neither team scored for two and a half minutes, Pedley connected on back-to-back threes to key a 9-0 run that gave the Engineers their biggest lead of the night, 51-37, on a Frankel lay in with 10 minutes

With 7:39 left Pedley hit his final three-pointer of the night to extend the advantage to 56-39. MIT missed its final nine field goal attempts, but Gordon could not cash in as the Scots hit just 3-of-11 in the same stretch. The Engineers got enough points on the free throw line, hitting 8-of-13 from the stripe over the last two and a half minutes, to hold off any comeback attempt by Gordon.

Acker, who notched 14 double-doubles last season, was the other MIT player in doubles figures, finishing with 16 points and 10 boards. Frankel notched eight assists without a turnover while also picking up a pair of steals for the Engineers. Bajema hit on 8 of 12 shots from the field on his way to a team-high 19 points for Gordon and also led the team with seven rebounds and

MIT will be back in action on Monday, November 24 when the Engineers will open at home against Newbury College at 7 p.m.

# **UPCOMING HOME EVENTS**

### Friday, November 21

Women's Swimming and Diving 7 p.m., Zesiger Center Pool

### Saturday, November 22

Men's Heavyweight Crew vs. Foot of the Charles 8 a.m., Charles River Squash vs. Connecticut College 10 a.m., DuPont Squash Courts Women's Swimming and Diving vs. Babson College 1 p.m., Zesiger Center

Women's Swimming and Diving vs. Bowdoin College 1 p.m., Zesiger Center

Men's Swimming and Diving vs. Babson College 1 p.m., Zesiger Center Pool Men's Swimming and Diving vs. Bowdoin College 1 p.m., Zesiger Center Pool

### Monday, November 24

Men's Basketball vs. Newbury College

7 p.m., Rockwell Cage

# SPORTS SHORT

# MIT Football faces off against Husson University in Round 1 of **NCAA Championships**



After their first undefeated 9-0 season and New England Football Conference championship, the MIT football team was selected for the 2014 NCAA Division III Football Championships. Husson is coming off an 8-1 campaign, and they also were crowned champions of their conference, the Eastern Collegiate Football Conference. The teams will square off on Saturday, November 22 at 12 p.m.

—Austin Osborne



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